



# Countywide Strategic Planning Research

King County, Washington

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# Outline

## 1. Review Six Cases

1. Prince William County, VA
2. Miami-Dade County, FL
3. Clark County, AK
4. Minneapolis, MN
5. Des Moines, IA
6. Maricopa County, AZ

## 2. Guiding Questions for King County



# Case 1: Prince William County, VA

*Internally-run and written with community collaboration*

## General:

- Approximately 400,000 people; Have been planning for 25 years
- Process overseen by Board of Supervisors

## Process:

**Timeline:** 1-2 years (every four years)

**Resources:** 0.5 FTE dedicated Strategic Planning Coordinator

- Steps:**
1. Citizen Survey and feedback from special interest groups
  2. County Board selects issues/broad goals
  3. Citizen Taskforces are appointed for each and charged with developing the "whats"
  4. Staff from departments do issues analysis, write papers and develop the "hows"
  5. All rolled up into plan

## **Community Participation:**

- Citizen Survey every four years; Community meetings (general, taskforce and youth-specific); Internet survey (alignment with "future commission")

## Lessons:

1. Challenge of educating public about process & county lines of service
2. Did plan on election cycle to ensure accountability of elected officials
3. Need to limit and do targeted staff analysis

**Success:** Process is institutionalized and independent of an elected official or office.



## Case 2: Miami-Dade County, FL

*Internally-run and written with community involvement*

### General:

- Population: 2.3 million; \$6.9 billion budget
- City Manager/Board of Commissioners structure

### Process:

**Timeline:** Began 2001; adopted 2003 (5-year plan)

**Resources:** Professional consultant to facilitate, strategic planning director

- Steps:**
1. Answered global planning questions ("who we are," etc.) through interviews with elected officials, open community workshops and focus groups in commission districts
  2. Did extensive community & employee surveys and focus groups
  3. Identified/analyzed community change drivers and did SWOT analysis
  4. Developed Mission Statement, Guiding Principles & Priority Strategic Themes
  5. Developed priorities in six comprehensive services areas
  6. Developed department business plans aligned with strategic plan

### **Community Participation:**

- Town hall meetings in each of the 13 districts with district commissioners; Focus groups and surveys. Total of 60 meetings involving approximately 1,000 people; over 2,000 surveys and interviews.

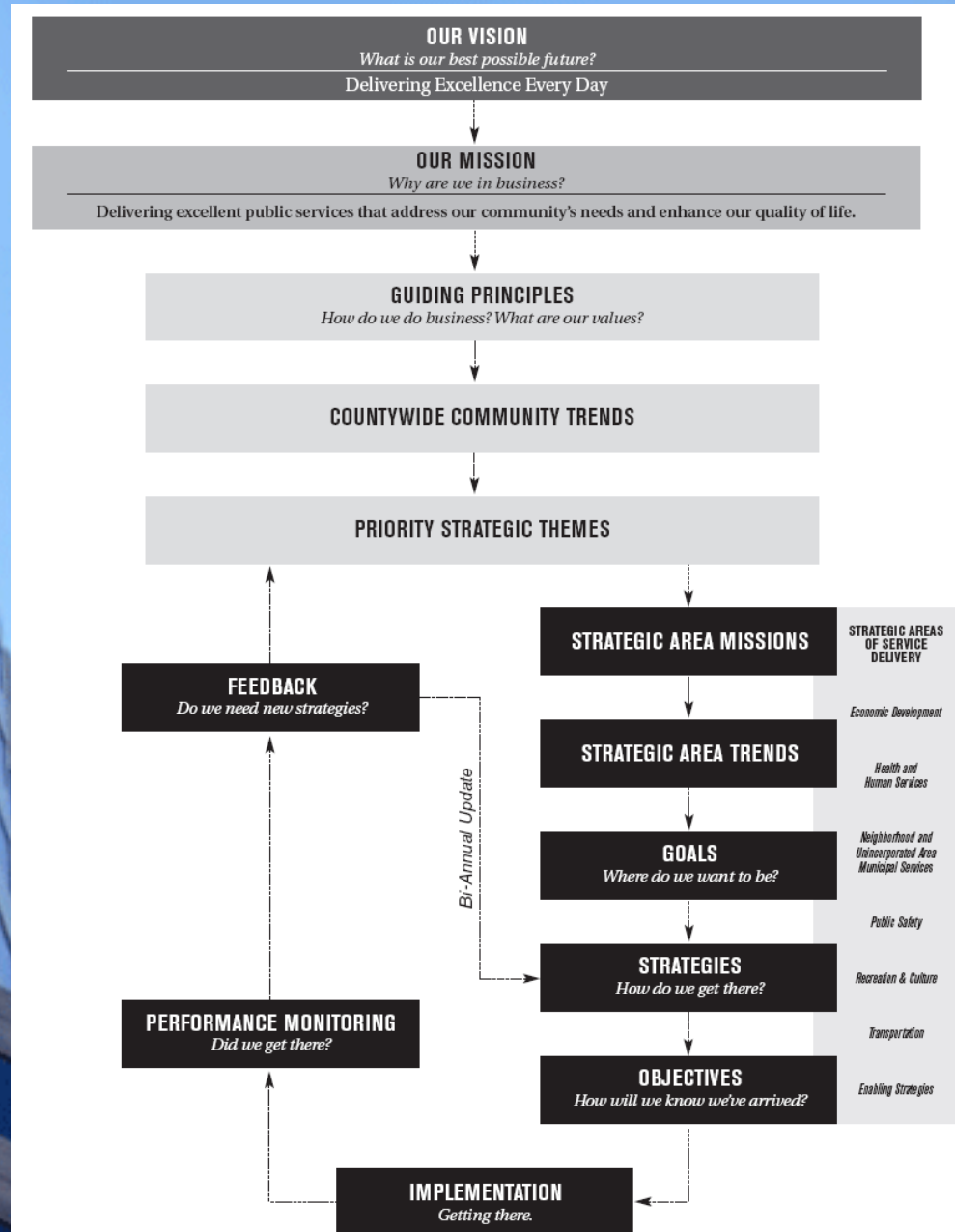
### Lessons:

1. Strong performance-related/strategic planning questions in advance
2. County Manager and policy mandate biggest drivers

**Success:** Strategic Plan has depth - plan drills down to department and division levels.



# Miami-Dade Process Examples



## STRENGTHS

- Growing emphasis on strategic management, including strategic planning
- Effective use of technology to provide communication and customer service improvements
- Diverse workforce
- Commitment to environmental protection
- Successful crime prevention efforts

## OPPORTUNITIES

- Technology improvements provide opportunities for customer service improvements
- By collaborating with other local governments in South Florida, Miami-Dade County can access additional resources and improve political clout
- Local educational institutions are poised to promote economic growth
- Coordinated efforts can help Miami-Dade County draw on previously untapped financial resources (federal grants, etc.)

## WEAKNESSES

- Rapid urban growth and immigration, leading to change in service needs
- Tourism-dependent economy; lack of industrial diversity
- Traffic congestion and growing transportation needs
- Poor public perception of Miami-Dade County government

## CHALLENGES

- Diminishing supply of developable land
- High levels of poverty and unemployment, along with relatively low levels of educational attainment and high numbers of uninsured
- Increasing demand for infrastructure and services, coupled with limited resources and reductions in certain federal and state funding sources



## Case 3: Clark County, AR

*Externally-run and written with community collaboration*

### General:

- Small, rural county (approx. 25,000)
- Process co-led by two local universities

### Process:

**Timeline:** Just over 1 year

**Resources:** University faculty co-chaired, facilitator, volunteers, community bank

- Steps:**
1. Big kick-off meeting; hired independent facilitator
  2. Communitywide online survey
  3. Once-a-month communitywide and sub-committee meetings
  4. Three months of writing with ~20 participants
  5. Created steering committee for implementation

### **Community Participation:**

- Online survey (n=1,300)
- Citizens as co-chairs of issue subcommittees with open participation (averaged 300-400 in attendance); Special meetings in particularly rural areas.

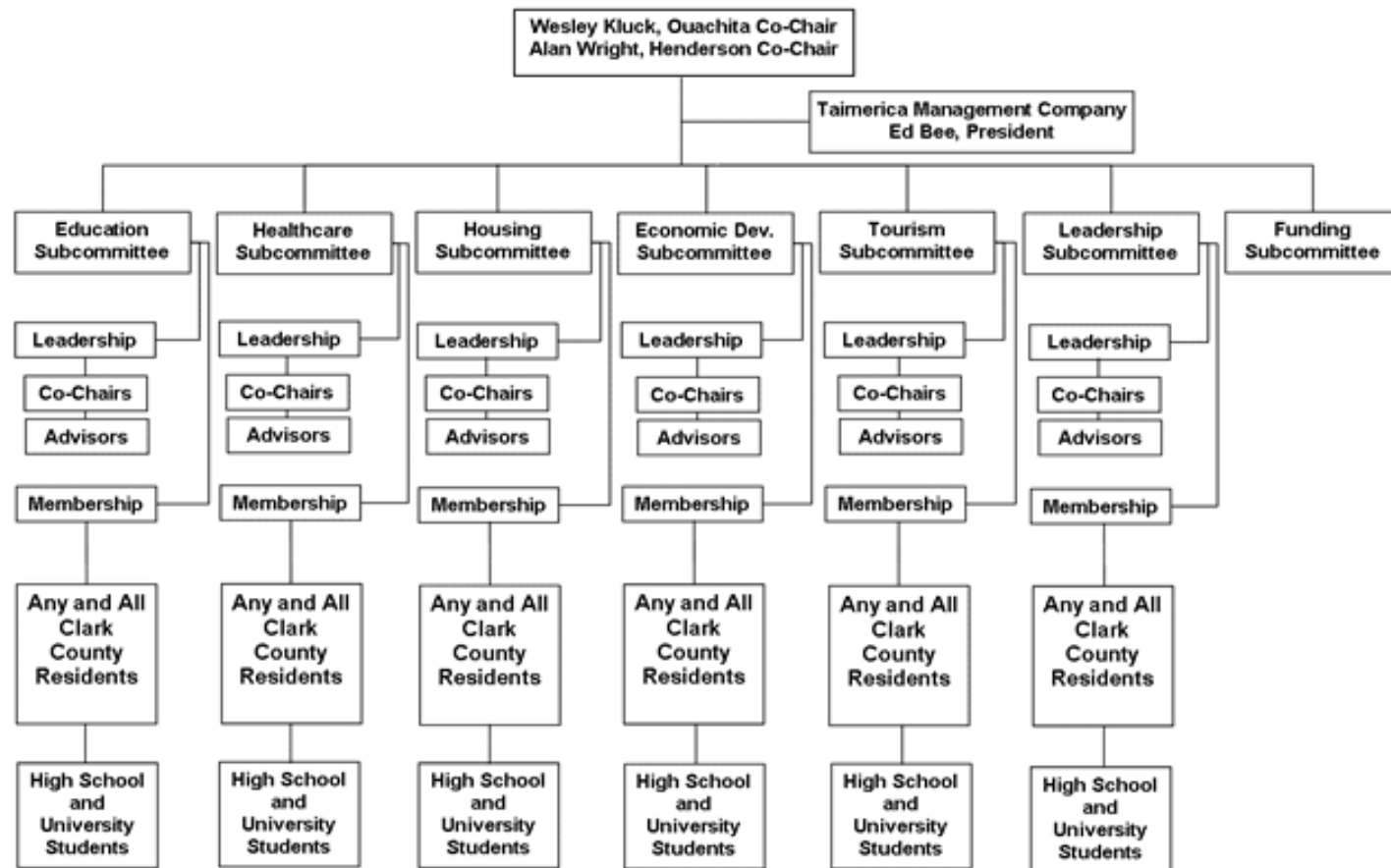
### Lessons:

1. Importance of grounding process outside established political leadership
2. Chose not to use planning process to deal with particularly divisive issues
3. Sense of community that developed anchored the plan

**Success:** Working within own political context to find a system that works for their county. Creativity enabled them to leverage significant external resources.

# Clark County Planning Org Chart

## Clark County Strategic Planning Organization



Any Clark County Resident may be a member of any or all of the six subcommittees.



## Case 4: Minneapolis, MN

*Internally-run and written with community consultation*

### General:

- City population: ~350,000; Mayor and 12 Commissioners on same election cycle

### Process:

**Timeline:** Plan developed over a series of 3 retreats with elected officials (2-3 months)

**Resources:** City Coordinator (Manager) and one staff person, city staff generally

- Steps:**
1. First session – “Visioning”
  2. Second session – “Goal Setting”
  3. Staff one-on-ones with each councilmember
  4. Third session – “Strategic Directions” (Six 5-year city goals & 31 strategic directions)
  5. Eighteen department-level business plans and associated performance reports

### **Community Participation:**

- Yearly telephone resident survey (n=1,258 in 2008)
- Because completed soon after campaigns, city felt elected officials had good sense of citizen priorities, so did not plan additional meetings/forums

### Lessons:

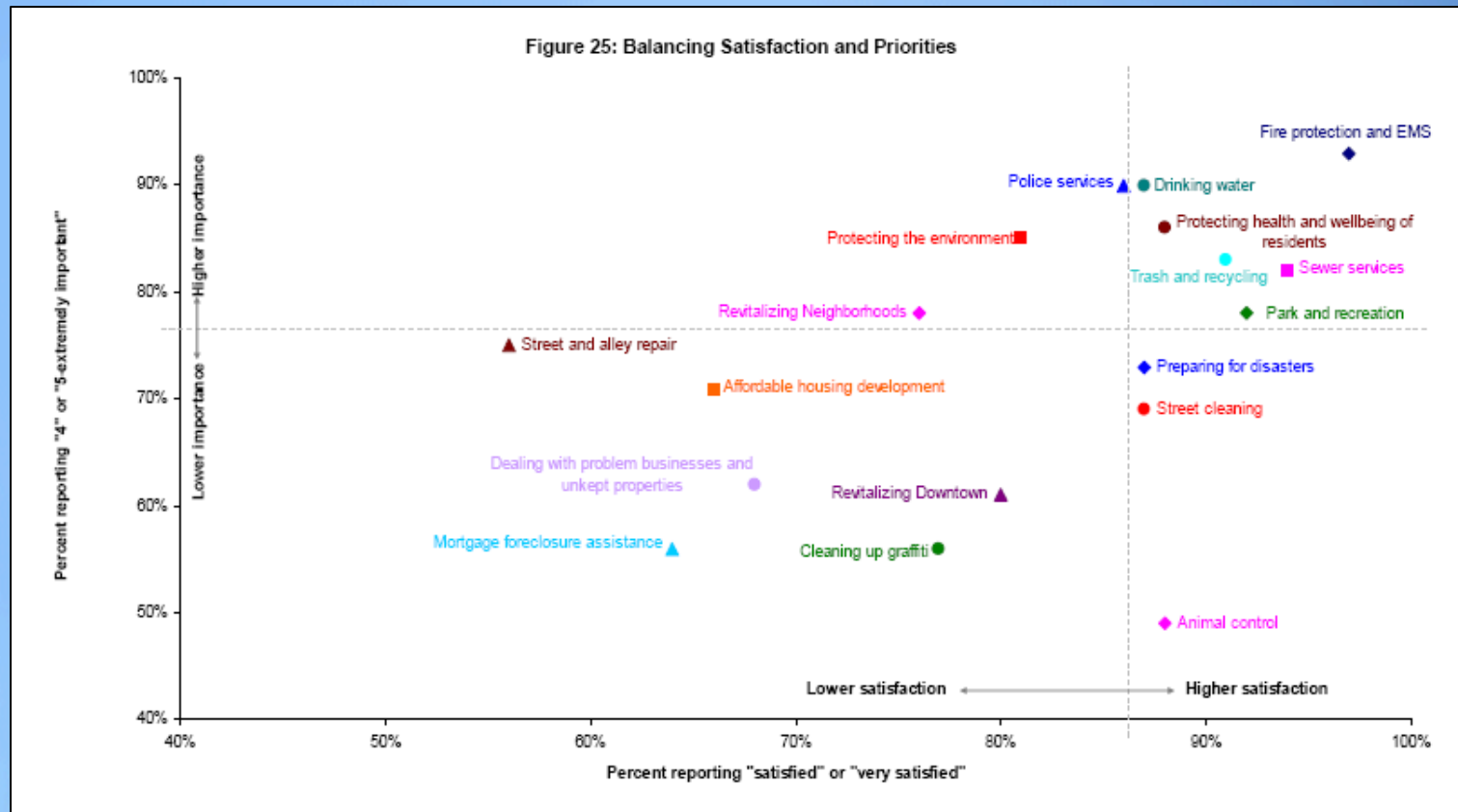
1. Streamlined process by only including city officials and employees
2. Concerted decision to keep it on the election cycle
3. Importance of using staff to capture what was said in retreats and interviews

**Success:** Ownership of vision and goals by elected leadership; Efficiency.





# Community Survey Example: Minneapolis





## Case 5: Des Moines, IA

*(1) Externally-run and written with community empowerment, (2) Internally-run and written with community consultation*

### General:

- Population: ~200,000; strong city council/appointed city manager government
- Des Moines has undertaken two very different strategic planning processes to date – 1) entirely citizen-driven and written, 2) internally-run with some community input

#### Process 1 - one of “exhaustive community involvement”

- Council appointed 29 citizens to design and draft the plan
- 2 year process
- Developed 12 issue areas
- City had trouble implementing plan because much of the plan did not bear any relation to city's actual businesses

#### Process 2 – survey data informs internal planning process

- 1 year process
- Hired professional facilitator (~ \$20,000); annual community survey already built into budget
- Using department input and survey data council crafted 12 goals over 3 retreats
- City manager, department directors and staff developed more specific strategic objectives

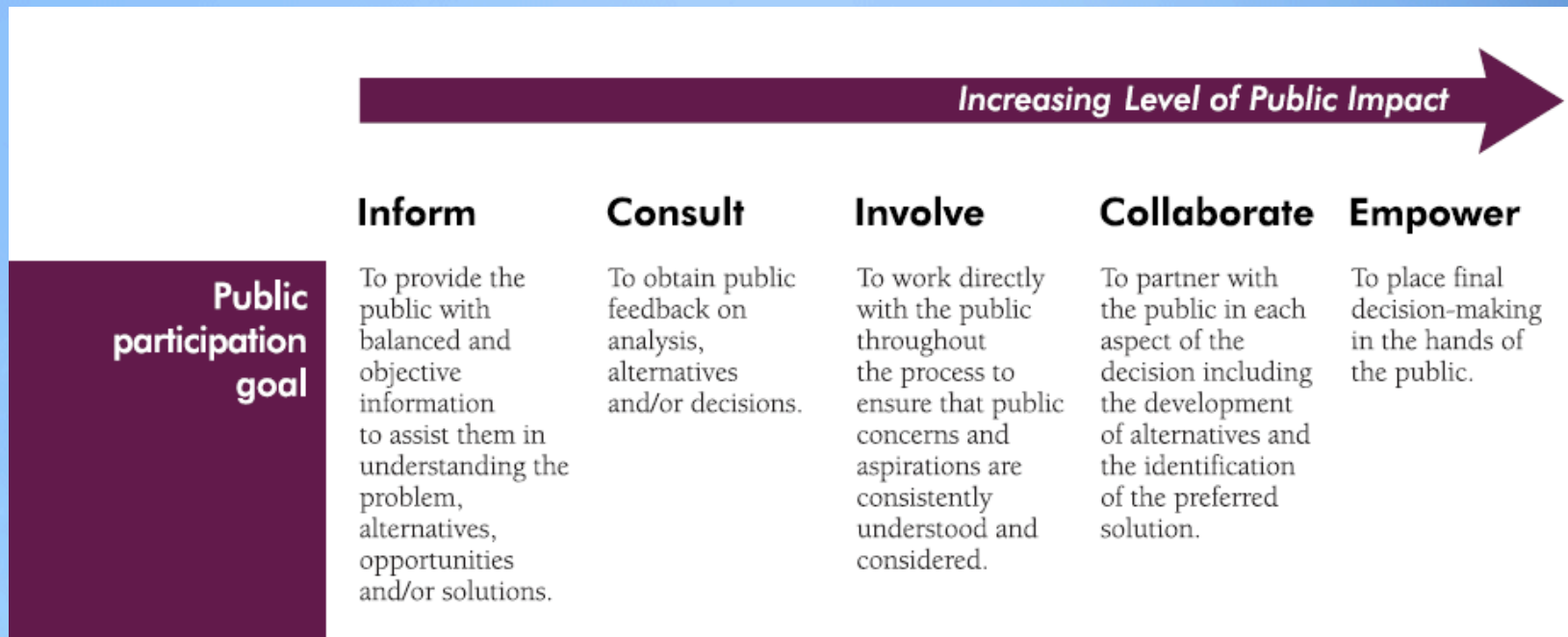
### Lessons:

- Match the process to the businesses you are in; a concise focused plan worked for them
- Hiring a good professional facilitator was critical

Success: Learning from past processes; Thoughtful about citizen role.



# Community Involvement Spectrum



Source: International Association for Public Participation: <http://www.iap2.org/>



## Case 6: Maricopa County, AZ

*Integrated performance management system with community consultation*

### General:

- Five elected supervisors/ appointed county manager; Population ~3.8 million
- In second five-year countywide strategic plan (2005-2010)
- Strategic plan is one component of a comprehensive performance planning, measuring and reporting system

### Process:

**Resources:** 3 staff (1 coordinator, 2 analysts) in "Managing for Results" (OMB)

- Steps:**
1. Development of 5-year countywide vision and priorities using data from customer satisfaction survey
  2. Development of department-level plans aligned with the 5-year objectives

### **Community Participation:**

- Annual customer satisfaction survey with historical data since 1990
- Annual community indicator report with benchmarks for strategic goals

### Lessons:

1. Integrating performance management systems into strategic plan make the plan operational and meaningful
2. Keeps the government focused on outcomes

**Success:** Have successfully linked a concise vision document with an extensive performance management system.



## Maricopa County Strategic Priorities

### *Safe Communities*

Ensure safe communities and a streamlined, integrated justice system

### *Public Health*

Promote and protect the public health of the community

### *Regional Leadership*

Provide regional leadership in critical public policy areas

### *Sustainable Development*

Carefully plan and manage land use in Maricopa County to promote sustainable development and to preserve and strengthen our environment

### *Fiscal Strength*

Continue to exercise sound financial management and build the County's fiscal strength while minimizing the property tax burden

### *Quality Workforce*

Maintain a quality workforce and equip County employees with the tools, skills, workspace and resources they need to do their jobs safely and well

### *Citizen Satisfaction*

Continue to improve the County's public image by increasing citizen satisfaction with the quality and cost-effectiveness of services provided by the County